

Exhibit 3 - Acquisition Reform Survey Protocol

A. AWARENESS

1. What is your level of awareness of this change element?
 - 0 - Totally unaware
 - 1 - Slightly aware
 - 2 - Fairly aware
 - 3 - Moderately aware
 - 4 - Extensively aware
2. To the extent that you are aware, what is the primary factor that contributed to that awareness?
 - a) Conferences
 - b) DoD Road Shows
 - c) Professional Journals/Publications
 - d) Company Information/Training/Contacts
 - e) Discussions/Interface with DoD
 - f) Other

B. APPLICABILITY

1. To what degree is this change element applicable to this contract/program?
 - 0 - Not applicable at all
 - 1 - slightly applicable
 - 2 - fairly applicable
 - 3 - moderately applicable
 - 4 - greatly applicable
2. To the extent that the change element is not applicable to the contract in question, please identify the primary factor that limits its applicability
 - a) Contract requirement
 - b) Contract type
 - c) Date of contract award
 - d) Dollar value of contract
 - e) Nature of Procurement (Competitive, etc.)
 - f) Other

C. IMPLEMENTATION

1. To what degree has this change element been implemented?
 - 0 - Not at all
 - 1 - limited implementation
 - 2 - partial implementation
 - 3 - moderate implementation
 - 4 - full implementation
2. To the extent that this change element has not been implemented for the contract in question, please identify the **key barriers** that limited its implementation. Please assign ten points across the identified barriers, allocating more points to the most significant barriers.

- a) Insufficient guidance how to implement

- b) Insufficient funds to implement

- c) Increases contractor costs

- d) Increases contractor risk

- e) Government decided not to implement

- f) Government & contractor agreed not to implement

- g) Cultural resistance

- h) Measure inconsistent with established company practices

- i) Proven system not in place (too early)

- j) Product vs. Process approach in place

- k) Other

D. OUTCOME

1. Given the expected outcome, to what degree is the outcome being realized?
 - a. Estimated reduction in time _____ %
 - b. Estimated reduction in cost _____ %

c. Estimated improvement in
Quality/Performance _____ %

(identify unit of measurement _____)

d. Access to commercial-oriented techniques, products & production facilities

n/a

0 - no increased access

1 - minor increase in access

2 - limited increase in access

3 - moderate increase in access

4 - major increase in access

2. NARRATIVE - Briefly describe the impact of the acquisition reform change element on the contract in question.

3. Please provide available documentation for our background use on a non-attribution basis.

E. UNEXPECTED OUTCOME

1. If this Acquisition Reform change element resulted in an unexpected outcome, what was it and how did it impact your operations (positively or negatively) in terms of time, cost, quality/performance and access to commercial-oriented techniques, products, & production facilities.

a. outcome: _____

time	+	-
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cost	+	-
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quality	+	-
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access to commercial	+	-
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b. Please provide any other narrative details you feel are appropriate:

F. GOVERNMENT AGENCIES

1. Please identify any government agencies, etc. that contributed significantly to the successful implementation of any acquisition reform change element. Please describe the nature of that contribution.
2. Please identify any government agencies, etc. whose actions detracted from the successful implementation of any acquisition reform change element. Please describe the nature of that action.

G. SUGGESTIONS

In addition to the feedback you are providing on ongoing change elements, we are seeking your suggestions for areas in which new or increased attention would provide a benefit to the DoD and its industry partners in their efforts to reform our acquisition system. This could include information on any "world class practices" that you are using that the government might benefit from adopting. (how long have you been using it, is it saving money, time, etc.).